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8 September 1971

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MEMORANDUM FOR: [REDACTED] Chairman,  
Support Services Historical Board

FROM : Support Services Historical Officer  
(SSHO)

SUBJECT : "On-Going" Historical Program in the  
Support Directorate

REFERENCE : Meeting on same subject with Chief  
and Deputy Chief, Historical Staff,  
2 September 1971.

BACKGROUND

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1. Since our meeting with [REDACTED]  
on 2 September 1971, I have had a series of informal  
discussions on the "on-going" program with the historical  
officers of each of the DDS components (except in the  
case of the Office of Communications where I met with  
[REDACTED] who is thoroughly familiar with the  
problems of producing history).

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2. Because none of us have had an opportunity to  
think too seriously about the specifics of an on-going  
program, the focus of the discussion was on "how" the  
program should be implemented -- for regardless of what  
sort of program actually evolves the basic problems are  
those of acquisition of documents and writing. Based  
on these needs I asked each of my contacts the following  
questions:

a. What is your reaction to the idea of having  
a professional historian assigned from the Historical  
Staff to your component to help formulate and supervise  
the organization of the historical records which would  
be useful to an on-going historical effort?

b. What is your reaction to having this same  
historian be responsible for writing all (or most all)  
of the subsequent history which relates to your Office?

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**SECRET**DISCUSSION

3. There was general agreement that the catching up aspect of the historical program in the DDS was inefficient, costly, and tended to create morale problems -- particularly as papers were found wanting by the Historical Staff and returned for serious revision.

4. Except for the Office of Security which has already taken some positive steps toward organizing its records for a continuing historical program, no real effort has yet been mounted with the future in mind. Various of the historical officers/writers have had some discussions on the subject with senior personnel in their components (Commo), or they plan (OTR) to make some specific recommendations regarding such needs. All of my contacts recognized the need to maintain the momentum which has been generated by the current phase of the program. Each of the individuals to whom I spoke agreed that the development and maintenance of specific historical files would be most effectively accomplished with the assistance and guidance of a trained historian.

5. Except for some portions of the history of the Office of Security -- areas of particular sensitivity -- the consensus was that a professional historian could and should be responsible for writing the on-going history of a given component or its activities.

a. It was recognized that the DDS did not have many individuals with the requisite talents for research and writing.

b. Warnings against the use of about-to-terminate career employees and contractors were the rule rather than the exception. While we have got very strong performances from [redacted] other contract employees have been considerably less effective.

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c. Even where individuals have produced satisfactory histories for given components, these could have been done more efficiently by a trained historian.

d. Such technical problems as might be beyond the competence of an historian could easily be resolved between the historian and the technicians in a given component.

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6. Although I did not discuss it with the component representatives (since I hadn't yet calculated it), my estimate is that since September 1969 the catching up phase of the DDS program has taken a minimum of 26 man-years of professional time as follows:

Communications - 2.0	Personnel - 7.5
Finance - 1.5	Security - 6.0
Logistics - 6.5	Training - 2.0
Medical Services (to date) - 0.5	

Assuming the average professional grade to have been about GS-12 (and this is probably low), this would indicate a cost of almost \$400,000.

#### RECOMMENDATIONS

7. That the DCI Historical Staff be augmented by four to five professional historians who would:

a. Be assigned exclusively to the tasks of identifying, acquiring, organizing, and maintaining the historical documentation necessary to an on-going historical effort in the components of the Support Services.

b. Be responsible for writing some, or all, of the histories determined to be necessary to the on-going record of given DDS components.

8. That the historical officers employed specifically for the DDS program be directly responsible to the SSSHO and, as in other Government agencies the historical profession be given career status.

9. That the initial assignment of such historical officers, assuming a minimum of four such professionals being employed, be as follows:

- a. Office of Logistics - 1 full time officer
- b. Office of Personnel - 1 full time officer
- c. Office of Security - 1 officer, 1/2 time
- d. Office of Communications - 1 officer, 1/2 time

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- e. Office of Finance - 1 officer, 1/3 time
- f. Office of Training - 1 officer, 1/3 time
- g. Office of Medical Services - 1 officer,  
1/3 time

(If a fifth officer were available, I would recommend that he be assigned full time to Communications, with Security and Finance then sharing an officer and Training and Medical Services sharing the other body.) Moreover the individuals to be employed should, if possible, be holders of Ph.D. degrees. Under no conditions should near-terminal staff employees be placed in such positions, nor should contract employees be considered for such positions. The grade structure should begin at the GS-12 - GS-13 level.

10. That considering the present methods of producing history in the DDS (see Par 6, above), the slots for historians could be taken from the various DDS components as necessary to meet the requirements outlined above and the costs to the Agency would be substantially lower (probably 50 percent lower on an annual basis) than for the present program.

11. That without too much forethought, the following schedule might be used as a basis for discussion of the on-going historical program in the DDS components:

a. Office of Communications -- update the overview of the Office for 1966-1970 in calendar 1974.

b. Office of Finance -- update the overview of the Office for 1967-1970 in calendar 1974.

c. Office of Logistics:

1) Supply for Southeast Asia be maintained on an annual basis (including procurement, real estate, and other logistics activities)

2) Update RECD in calendar 1975

3) Update supply-procurement stories in calendar 1974

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d. Office of Medical Services -- update overview of the Office in calendar 1975.

e. Office of Personnel:

1) Update recruitment, placement, retirement in calendar 1974

2) Update benefits and services in calendar 1975

3) Update special personnel problems -- military, contract, etc. -- in calendar 1976

f. Office of Security -- since this Office has "caught up" to 1968, update of overall security picture could be delayed until calendar 1975

g. Office of Training:

1) Update through Richardson administration ASAP

2) Update post-Richardson in calendar 1975.

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